

INTRODUCTION AND BACKGROUND

WHAT IS *CLEAN CITIES*?

Clean Cities is a *locally-based* voluntary, government/industry partnership, coordinated by the U.S. Department of Energy (DOE) to expand the use of alternatives to gasoline and diesel fuel. The common names of the alternative fuels identified in the Energy Policy Act of 1992 (EPACT) are ethanol, methanol, natural gas, electricity, and liquefied petroleum gas (propane).

WHY IS DOE INVOLVED?

DOE is committed to energy use in America's transportation sector that is more efficient, less dependent on foreign sources, less environmentally disruptive, sustainable, and safe. DOE's *Clean Cities* program is designed as an umbrella to structure the approach to achieve the objectives established by EPACT and the Clean Air Act Amendments (CAAA). The structure and format of the *Clean Cities* program provide a conduit for local coalitions to network nationwide.

HOW DOES *CLEAN CITIES* WORK?

Clean Cities builds on local initiative, provides options to local problems and creates local partnerships and nationwide networks to achieve its goals. By combining local decision-making with voluntary action by *partners*, the "grass-roots" approach of *Clean Cities* departs from traditional "top-down" Federal programs. It creates an effective program that is carried out at the local level to create a sustainable nationwide alternative fuels market. *Clean Cities* is founded on the principle that our Nation's objectives are best accomplished by motivated individuals working together to reach a common goal. That's why *Clean Cities* is voluntary, and that's why *Clean Cities* encourages teamwork. Although *Clean Cities* is a voluntary program, communities that choose to join must meet certain planning and reporting requirements. The requirements provide a format that ties the activities of the many local coalitions into a cohesive national program with the ability to achieve national goals.

While *Clean Cities* provides communities with tools, such as training, publications, websites, and networking opportunities, the overall success of the *Clean Cities* program lies with the coalition. Each coalition is responsible for building its own group of stakeholders, holding meetings, identifying a coordinator, determining goals, and developing a plan to achieve those goals. This process often involves up to 18 months of work by dedicated stakeholders, but the rewards make the challenge less daunting.

WHY SHOULD MY COMMUNITY JOIN *CLEAN CITIES*?

Nowhere in the world is the value of the automobile and the importance of transportation more recognized than it is right here in the United States. The transportation sector has an enormous impact on our economy, our Nation's energy security, and our environment. Every year we increase our dependence on imported oil—which increases the trade deficit, costs us jobs, and undermines our national security. Moreover, vehicle emissions are the single largest contributor

to air pollution in many communities—making our air unhealthy to breathe and increasing our health care costs. We can change this situation. Expanding the use of alternative fuels offers solutions to many of these problems. As part of the solution, the network of *Clean Cities* and DOE work *together* to:

Facilitate alternative fuel vehicle production and conversion

By pledging AFV acquisitions through the year 2005, more than 3,000 registered *Clean Cities* stakeholders have shown that significant demand exists for these vehicles. *Clean Cities* will work to transform these pledges into valid vehicle acquisition and conversion plans useful to auto manufacturers challenged to develop market-driven production lines.

Expand refueling infrastructure

Concurrent with *Clean Cities* expansion of the AFV market, the program will build on fuel supplier commitments to provide the refueling infrastructure critical for service and maintenance of AFVs. In addition, the program will seek to make existing private refueling stations available for wider use.

Support regulated fleets

Through the *Clean Cities* program, DOE will be able to provide local assistance to Federal and State requirements for AFV acquisitions and conversions.

Create new jobs and commercial opportunities

Increasing the use of alternative fuels and alternative fuel vehicles (AFV) can benefit the economy in many ways. Converting conventional vehicles to AFVs, developing new technologies and products, increasing crop (feedstock) production, and expanding alternative fuel infrastructure create commercial opportunities, new products, businesses, and new jobs nationwide. New jobs and development of new training programs to support those jobs will help to maintain our Nation's status as the country with the most technically advanced workforce. In conjunction with the *Clean Cities* efforts, DOE developed and supports the Certification of Higher-learning in Alternative Motor fuels Program (CHAMP) to establish a national certification program for educational institutions developing alternative fuel vehicle and refueling infrastructure training. The CHAMP program also awards scholarships for outstanding vehicle technicians to attend additional training in the alternative fuel arena.

Advance clean air objectives

The *Clean Cities* program will advance the objectives of the Clean Air Act Amendments, and integrate those objectives into each *Clean Cities* coalition's decision-making process.

Increase public awareness

Clean Cities will pursue an active public education campaign to ensure that citizens are aware of the benefits of using alternative fuels over gasoline and diesel.

Provide greater fuel choices

The variety of fuels allows each *Clean Cities* coalition to choose the alternative fuels that best serve their local community and economy. This choice gives the community an opportunity to utilize the fuels that provide them with the best fuel performance, reduced emissions, and financial incentives.

Develop “Clean Corridors”

Clean Cities recognizes the importance of developing a transportation infrastructure that enables travel from State to State and across the country. Therefore, the next logical step for *Clean Cities* is to develop clean corridors that will link existing *Clean Cities* coalitions and ensure that refueling facilities are available for regional transit.

Comply with Legislation/Regulations

In addition to meeting the local goals of communities throughout the Nation, all of the *Clean Cities* activities described above have been designed to fulfill the requirements of legislative and executive directives, including:

- Executive Order 13031: Federal Alternative Fueled Vehicle Leadership, 1996
- Executive Order 12844: Federal Use of Alternative Fueled Vehicles, 1993
- Energy Policy Act of 1992 (EPACT)
- Executive Order 12759: Federal Energy Management, 1991
- Clean Air Act Amendments of 1990
- Alternative Motor Fuels Act of 1988.

WHAT DOES THE PROGRAM DO?

Clean Cities works directly with local businesses and governments to shepherd them through the goal-setting, coalition-building, and commitment process necessary to establish the foundation for a viable alternative fuel market. Then, by sharing local innovation along the *Clean Cities* network “mayor-to-mayor and coalition-to-coalition,” relating local problems to State and Federal objectives, and providing continuous feedback to more than 3,000 industry and government stakeholders, *Clean Cities* can continually pioneer innovations and aspire to affect national as well as local achievements.

Upon *Clean Cities* designation, DOE monitors the performance of each *Clean Cities* coalition.

CREATING AN ALTERNATIVE FUELS MARKET IS A LONG-TERM PROCESS.

Accordingly, *Clean Cities* must be an enduring program that will assist communities to continually promote alternative fuel agendas. In support of each new *Clean Cities* coalition, DOE will provide the following assistance:

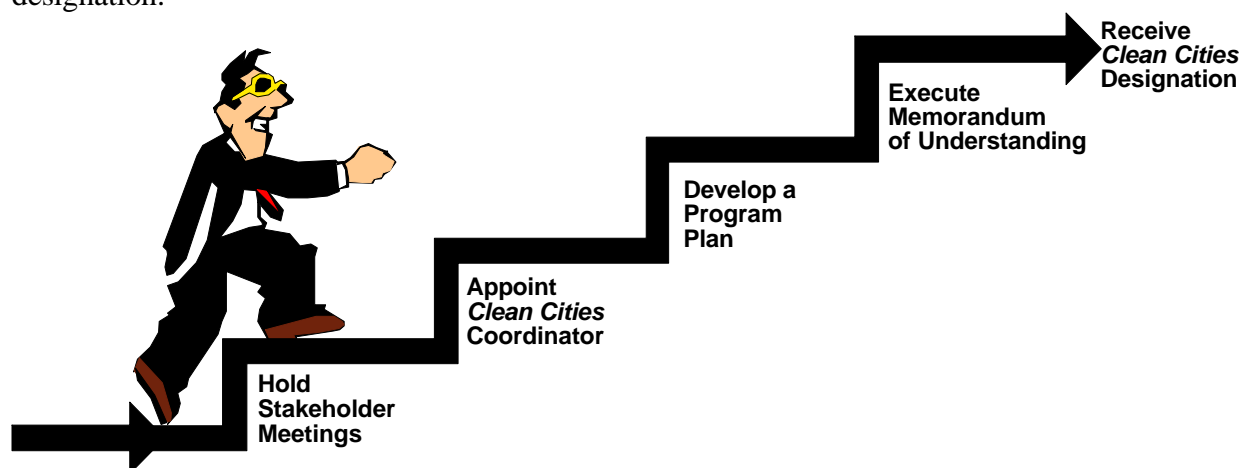
- Provide a Federal advisor;
- Provide Program Plan development and implementation guidelines;
- Provide and sign the MOU;
- Direct the award of Federal funds and grants as available;

- Provide general assistance and materials for public relations and promotional activities;
- Provide training for coordinators, fleet operators, and other participants;
- Provide a hotline/clearinghouse for technical and other information;
- Conduct information exchange workshops; and
- Provide assistance in public education activities.

DOE does NOT provide funding, but does provide workshops and publications to assist the coalitions with fund raising.

HOW CAN WE JOIN *CLEAN CITIES*?

This is a common question. Communities do not **join** *Clean Cities*. They become designated participating members. Often, interested communities ask for the “sign-up” form to join the program and inquire when they will receive grant money! *Clean Cities* is not a program that is **joined**. It is a network of continuously participating coalitions. NO grants or other funds are awarded to coalitions upon designation. The program provides the tools and support to help coalitions accomplish their goals. The following required steps will lead you to a *Clean Cities* designation:



(1) **Hold Stakeholder Meetings**

Stakeholders are those entities that can facilitate or obstruct the implementation of desired AFV programs. Having representatives of these entities participate early in the process is essential for garnering support and minimizing opposition. Stakeholders may represent local, regional or State interests. The most effective coalitions maintain a healthy balance of government, private, and public sector interests. Stakeholders should be identified and invited to participate in *Clean Cities* planning meetings.

- Stakeholders arrange the initial stakeholder meeting, in coordination with DOE, by first identifying and then arranging for a meeting of transportation, energy, and environment stakeholders. Stakeholders typically represent:

- Mayor's office
 - City energy and environmental offices
 - State energy, transportation, and environmental offices
 - Public and private fleet operations, trade associations
 - Local utilities and fuel suppliers
 - AFV original-equipment-manufacturing companies and local dealers
 - Conversion companies
 - Federal agencies, including DOE, GSA, EPA, USPS and DOT
 - Vehicle technicians
 - Vehicle training entities (universities, vocational educators, etc.)
 - Environmental organizations and community groups.
- Initial stakeholder meetings are held to: learn the stakeholders' perspectives; identify the coalition's goals and objectives; draft the program plan; form a steering committee; form working groups; and sort out assignments, commitments and specific responsibilities among stakeholders. **It is critical that stakeholders understand their role in the program development process and that programmatic success is driven by commitments to specific action items.**

Often, the stakeholder who initiated the first stakeholder meeting is appointed the coordinator, but this is not a requirement.

(2) **Appoint a *Clean Cities* Coordinator**

The Coordinator should be a responsible representative with ready access to community decision-makers (e.g., the office of Mayor, City Manager, Chamber of Commerce, etc.).

- The Coordinator serves as executive director for the *Clean Cities* program.
- To effectively implement the goals and objectives of the coalition; conduct the administrative requirements associated with membership; and meet the day-to-day challenges of coordinating a *Clean Cities* coalition, the coordinator should be a dedicated full-time position. Funding the Coordinator position is the coalition's responsibility. Hiring a full-time, salaried Coordinator is not always feasible, but excellent staff can sometimes be retained on loan from public or private sector entities. When borrowing staff or resources, confusion can be avoided by developing an explicit understanding of the length of commitment (months), the degree of commitment (the percentage of time allotted), and the lines of authority (who will manage the staff). If the position is not funded, the Coordinator's employer needs to recognize and approve of the scope of work related to the position. The DOE publication, *Clean Cities Trouble Shooting Guide*, offers innovative approaches to funding your Coordinator position.

- The Coordinator contacts the DOE Regional Support Office. This Office will provide a specialist to support the *Clean Cities* Coordinator and assist with program conception, outreach, implementation, ongoing operation, and identification of funding approaches. (See Appendix E, Points of Contact for DOE Support Office phone numbers).

(3) Develop a Program Plan

Behind every successful program lies a strategic plan. In this case, the Program Plan outlines the goals, organizational structure, and objectives of the *Clean Cities* coalition, and quantifies the current AFV market. **Most important, the Program Plan serves as the mechanism by which the individual stakeholders make specific commitments to purchase vehicles, invest in refueling infrastructure, provide AFV maintenance and service, educate the community about alternative fuels and AFVs, participate as members of coalition committees, etc.** These individual commitments are the hallmarks of the *Clean Cities* program. Upon completion, the Program Plan is submitted to DOE for approval. The next section of this booklet provides a general description of the Program Plan, and Appendix A, *Clean Cities* Detailed Program Plan Instructions, provides step-by-step instructions. Regardless of the format used to develop your Program Plan, each of the components detailed in Appendix B, *Clean Cities* Program Plan Components and Review Criteria, must be met at the minimum “Satisfactory” level.

(4) Sign a Memorandum of Understanding

The completed and approved Program Plan outlines the coalition’s goals and stakeholder commitments. An MOU between the community, coalition, stakeholders, and DOE “certifies” the commitments and goals stated in the Program Plan. DOE provides the MOU. The MOU format is provided in the next section of this booklet. The MOU is signed at the designation ceremony and is then included as an addendum to the Program Plan. An MOU is not a binding contract. It cannot be used to obligate or commit funds, or as the basis for the transfer of funds.

Once your community meets the *Clean Cities* criteria listed above, you're well on the road to designation as a participating member coalition of the national *Clean Cities* network. The next section provides a general description of the elements of your Program Plan and the MOU.